# MOVING ATLANTA FORWARD INFRASTRUCTURE PROGRAM 2023 ANNUAL REVIEW

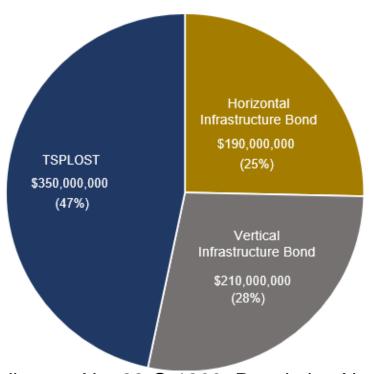
FINANCE/EXECUTIVE COMMITTEE JANUARY 17, 2024

AMANDA NOBLE, CITY AUDITOR
STEPHANIE JACKSON, DEPUTY CITY AUDITOR
MICHAEL JONES, AUDIT MANAGER
REBECCA ROBINSON, PERFORMANCE AUDIT SUPERVISOR
IMANI ADAMS, SENIOR PERFORMANCE AUDITOR
NEEKA BENTON, PERFORMANCE AUDITOR

### **OBJECTIVES**

• Are controls in place to ensure that Moving Atlanta Forward projects adhere to established budget, scope, and schedule requirements?

### BACKGROUND



Source: Ordinance No. 22-O-1369; Resolution No. 21-R-3928

#### FINDINGS OVERVIEW

- Program controls are consistent with best practices
- Departments did not complete the project management plan or monthly variance reports before the construction phase
- The program dashboard should be fully implemented by developing written procedures to collect and validate data and keep the information up to date
- The infrastructure program should implement processes for tracking soft costs
- Of 207 projects slated for completion, only 48 have begun
- Staff from three departments told us they have faced challenges hiring project managers, a requirement of the activation phase

### PROGRAM CONTROLS ARE CONSISTENT WITH BEST PRACTICES

Risks	Controls		
Project Exceeds Deadline	<ul> <li>Master Schedule</li> <li>RACI Matrix (Risk, Accountable, Consulted, Informed)</li> <li>Project Scope</li> <li>Project Management Plan</li> <li>Project Schedule</li> <li>Monthly Variance Reports</li> </ul>		
Project Exceeds Budget	<ul> <li>Project Charter</li> <li>Project Scope</li> <li>Budget Adjustment Summary</li> <li>Monthly financial reporting to PMs</li> <li>Monthly reporting to Council on discretionary funds</li> </ul>		

**Source:** Strategic Delivery Plan, Section 5.2

## DEPARTMENTS DID NOT COMPLETE THE PROJECT MANAGEMENT PLAN OR MONTHLY VARIANCE REPORTS BEFORE THE CONSTRUCTION PHASE

#### **ACTIVATION**



- Assign Project Manager
- Confirm funding in Oracle
- Develop Project Charter
- Develop Project Management Plan
- Develop Risk Register
- Develop baseline schedule

#### PRE-CONSTRUCTION



- Select design delivery approach
- Initiate design procurement
- Develop public engagement approach
- Approve concept
- Conduct
   Preliminary Field
   Plan Review
   (PFPR) and Final
   Field Plan Review
   (FFPR)
- Accept final plan

#### **PROCUREMENT**



- Select construction delivery approach
- Submit procurement package
- Procurement/ Legal/Compliance review and acceptance
- Evaluate and select most responsive bidder
- Legislation
- Execute contract and Purchase Order (PO)

#### CONSTRUCTION



- Post design utility coordination
- Initiate Notice to Proceed (NTP)
- Review change order request(s)
- Prepare construction daily reports
- Evaluate contractor schedule
- Perform safety inspections
- Review pay applications

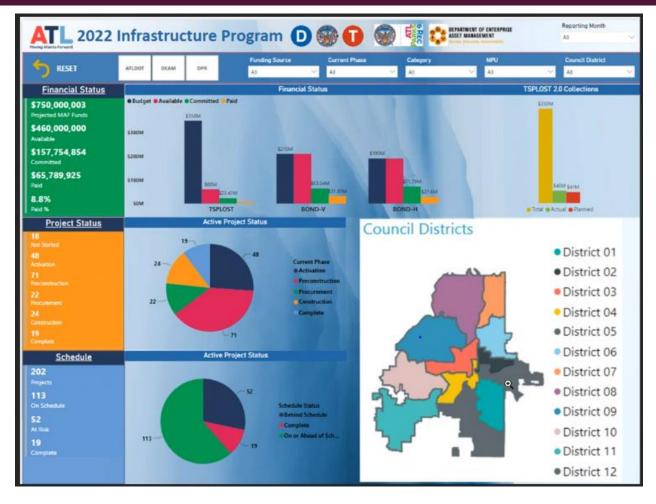
#### COMPLETION



- Contractor/ Consultant Evaluation
- After Action Review (AAR)
- Project closeout

Source: Strategic Delivery Plan, p. 9

## THE PROGRAM DASHBOARD SHOULD BE FULLY IMPLEMENTED BY DEVELOPING WRITTEN PROCEDURES TO COLLECT AND VALIDATE DATA



## THE INFRASTRUCTURE PROGRAM SHOULD IMPLEMENT PROCESSES FOR TRACKING SOFT COSTS

- Strategic Delivery Plan does not have processes for tracking soft costs
- Finding of our previous audit of Renew Atlanta was that failure to track soft costs could contribute to budget overruns
- Departmental staff told us they have not received direction on tracking these costs
- Executive Office staff told us the program will implement related processes by the beginning of 2024

## OF 207 PROJECTS SLATED FOR COMPLETION, ONLY 48 HAVE BEGUN

Phase	Transportation	Parks	Enterprise Asset Management	Grand Total
Not Started	115	37	1	153
Activation	7	0	1	8
Preconstruction	0	9	4	13
Procurement	1	4	0	5
Construction	0	20	1	21
Complete	0	1	0	1
Not Reported	1	0	5	6
Total Projects	124	71	12	207

Source: Moving Atlanta Forward Infrastructure Program Strategic Delivery Plan (p. 55-74)

## DEPARTMENTAL STAFF HAVE FACED CHALLENGES HIRING PROJECT MANAGERS, AN ACTIVATION PHASE REQUIREMENT

Classification	Minimum Years of Experience	Minimum Salary	Mid-range Salary	Maximum Salary
Project Manager I	5	\$50, 900	\$67,800	\$84,800
Project Manager II	10	\$54,700	\$72,900	\$91,100
Project Manager III	15	\$58,800	\$78,400	\$98,000

**Source:** City Classification Table and Strategic Delivery Plan, p. 10

#### RECOMMENDATIONS

In order to maintain project budgets and schedule, we recommend that the deputy chief operating officer:

- ensure that departments are completing project management plans, monthly variance reports, and the RACI matrix during the activation phase and that ongoing training is provided to departmental staff on those procedures
- assist the departments in developing written procedures for ensuring dashboard completeness and accuracy
- assist the departments in developing a system and written procedures for tracking soft costs

### **QUESTIONS?**

### Full Report:

http://www.atlaudit.org/moving-atlanta-forward-infrastructure-program-2023-annual-review--december-2023.html